

# Strategic Goals & Implementation Plan

2019-2022

2021-submission



# Abbreviations

<b>CPD</b>	Continuing Professional Development
<b>DALRRD</b>	Department of Agriculture, Land Reform and Rural Development
<b>Etc.</b>	Further, similar items are included
<b>IT</b>	Information Technology
<b>SAVC</b>	South African Veterinary Council
<b>SOPs</b>	Standard Operating Procedures

## SAVC Strategic Implementation Plan [October 2019 – June 2022]



KEY PERFORMANCE AREAS				
<p><b>Improve the stories communication with registrees by March 2021.</b></p>	<p><b>Better registree experience through relevant, quality information &amp; stories sharing through various communication channels by December 2021.</b></p>	<p><b>Deliver improved veterinary and para-veterinary professions' value appreciation by July 2022.</b></p>	<p><b>Enable a range of electronic capabilities and employ technology effectively @ SAVC including video conferencing, automated CPD logging, and electronic Council elections by July 2022.</b></p>	
<b>STRATEGIC GOALS – this will be successful if?</b>				
<p>Enhance image of the animal health care industry. Improve perception of the SAVC.</p>	<p>Improve registree engagement. Grow registree numbers by registering qualified professionals. Ensure efficient internal and external operational compliance.</p>	<p>Ensure that all professions in the veterinary industry are equally featured and supported. (Campaigning). Increase credibility of the veterinary industry.</p>	<p>Increase SAVC team performance. Improve registree experience.</p>	

## MEASUREMENTS OF SUCCESS

Convey quarterly communication audits.	Conduct registree engagement surveys. Track enquiries & complaints.	Conduct surveys for all professions. Track participation of the veterinary professions in SAVC related activities.	Increase level of digital operations / presence.
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### MAIN ACTIVITIES

<ul style="list-style-type: none"> <li>• Gather and publish stories.</li> <li>• Review SAVC's target audience profile.</li> <li>• Adjust channels used to reflect story angle.</li> <li>• Enhance internal culture of good stories.</li> <li>• Improve media relations.</li> <li>• Improve government relations.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve service and turnaround time on feedback of queries.</li> <li>• Improve internal operational communication.</li> <li>• Adopt a team-oriented approach rather than silo-approach across SAVC divisions.</li> <li>• Develop a fit for purpose SAVC administration team.</li> <li>• Develop fit for purpose internal processes.</li> <li>• Improve stakeholder engagement.</li> <li>• Improve government relations.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the role of the veterinary and para-veterinary professions.</li> <li>• Create awareness of all veterinary and para-veterinary professions.</li> <li>• Include all veterinary and para-veterinary professions in campaigns and information dissemination.</li> <li>• Improve media relations.</li> <li>• Improve government relations.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve video conferencing technologies.</li> <li>• Automate Continuing Professional Development (CPD) points logging.</li> <li>• Implement an electronic voting system for electronic elections.</li> <li>• Enhance the current IT system.</li> <li>• Train all employees as the IT system is enhanced.</li> </ul>
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### TACTICS

#### 1. Improve the stories communication with registrees

Activities (Output)	Measures	Deadline	Responsible	Outcomes	Success indicator
Gather and publish stories.	Each SAVC division to submit a story quarterly.	Quarterly.	Registrar /Communications Company	Share information about the SAVC and its structures	Improve perception of the SAVC.

			(in collaboration with managers).	thereby creating Public Awareness.	
Review SAVC's target audience profile.	Conduct detailed analysis.	Quarterly.	Director: Registrations / Communications Company.	Broaden target audience, create active engagement methods and improve visibility of the SAVC on social media platforms.	
Adjust channels used to reflect story angles.	Conduct communication training sessions with the SAVC Admin team.	Quarterly.	Registrar /Communications Company/Technical Manager: Systems and Design.	Place emphasis on messages with positive, celebratory angles and testimonials to improve the SAVC's image.	
	Publish bi-monthly news stories and developments within the veterinary and para-veterinary professions on social platforms.	Bi-Monthly.	Communications Company/Executive Committee/Registrar.		
Create an internal culture of good stories.	Develop an employee recognition and incentive system.	Quarterly.	Registrar /HR/Communications Company (in collaboration with managers).	Improve employee satisfaction.	Retain employees.

Initiate Media Relations Management.	Establish monthly coverage over dedicated media channels with veterinary and para-veterinary related news.	On-going, to be finalised by July 2022.	Communications Company/Registrar.	Create a positive Advertising Value Equivalency (AVE).	Improve the perception of the SAVC.
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## 2. Better registree/stakeholder experience through relevant, quality information & good stories

Activities (Output)	Measures	Deadline	Responsible	Outcomes	Success indicator
Improve service and turnaround time of feedback on queries.	Ideally – adopt a maximum of 5 working days turnaround time on queries, unless stated otherwise.	On-going, to be finalised by July 2022.	SAVC Managers.	Establish a high quality and time efficient service to registrees and stakeholders.	Improve registree/stakeholder satisfaction.
Improve internal operational communication.	Review internal protocols, update where necessary.	On-going, to be finalised by July 2022.	Communications Company/Registrar (in collaboration with managers).		
	Publish an infographic organogram on the website, outlining each SAVC division's mandate and functions.	March 2021.	Communications Company/Registrar.		
Adopt a SAVC team-oriented approach rather than silo-approach across divisions.	Enhance the understanding of each division's role within the SAVC; and establish a value chain in the SAVC service delivery offering.	On-going, to be finalised by July 2022.		Establish a trained and developed team.	Establish employee satisfaction.

	Educate and update employees about: Acts, regulations, rules, policies, guidelines and SOPs.				
Develop a fit for purpose SAVC team.	Review the division structure in line with organisational needs and succession planning.	On-going, finalised by July 2022.	Registrar (in collaboration with managers).		Establish an efficient and effective employee complement.
	Organise monthly training of staff to build and enforce a service-oriented culture.	On-going, to be finalised by July 2022.			Create a customer orientated culture that increases engagement levels.
Develop fit for purpose processes.	Review all contact information on SAVC database.	June 2021.		Ensure smooth interaction with SAVC with quick response times.	Limit stakeholder frustrations due to interaction with the SAVC.
Improve stakeholder engagements.	Expand student grassroots liaison.	July 2021.		Monitor, evaluate and improve response rate, retention rate and feedback flow.	Ensure healthy stakeholder relations.
	Co-participation at congresses/speaking engagements (member of Council and administration representative to attend).	On-going.			
Improve government relations.	Partner with DALRRD on key veterinary and para-veterinary issues.	March 2022.	Communications Company/ Registrar.		Ensure strengthened relations and partnering.

### 3. Deliver improved veterinary and para-veterinary professions value appreciation

Activities (Output)	Measures	Deadline	Responsible	Outcomes	Success indicator
Strengthen the role of the veterinary and	Establish a veterinary industry professions map	March 2021.			

para-veterinary professions.	(detailed service delivery, etc.).		Registrar /Communications Company.	Increase veterinary professions' engagement levels and make them feel valued in their specific fields.	Establish growth in the veterinary professions industry.
	Share professions map with internal & external stakeholders.	November 2021.			
	Enforce the understanding of each profession through messages via communication channels.	November 2021.			
Improve media relations.	Develop targeted media messages through communication channels on a monthly basis.	Monthly.		Track and monitor social media responses with Advertising Value Equivalent (AVE).	Create increased internal and external veterinary profession awareness.
	Publish professions specific communication.	On-going (project based).			

#### 4. Enable a range of electronic capabilities & employ technology effectively

Activities (Output)	Measures	Deadline	Responsible	Outcomes	Success indicator
Enhance video conferencing system.	Build additional platforms onto existing system.	Dec 2021.	Registrar / Technical Manager: Systems and Design.	Establish improved virtual connectivity.	Ensure efficient virtual performance.
Automate CPD points logging process.	Finalize IT developments.	July 2022.	Registrar /Technical Manager: Systems and Design.	Maintain and enhance knowledge, skills and competencies	Create satisfied registree experience.



				to deliver a professional service.	
Enable electronic elections.	<p>Regulations:</p> <ul style="list-style-type: none"> <li>a) Draft amendments to the election regulations.</li> <li>b) Council to approve amended election regulations.</li> <li>c) Submit amended regulations to Minister of DALRRD for approval.</li> <li>d) Publish the amendments to the regulations in the Government Gazette.</li> </ul>	January 2022.	Director: Legal Services and Technical Manager: Systems and Design.	Test and implement an electronic election system.	Publish regulations in the Government Gazette.
Develop electronic voting system	Source system and integrate into current system.	January 2022.	Registrar/Technical Manager: Systems and Design/Director: Finance.	Test and implement an electronic voting system.	Increase election participation rate.
Enhance current IT system	Implement a fully electronic record keeping system.	On-going, to be finalised by July 2022.		Implement an adequate resourced	Align IT system with global best practices, resulting in

	Implement remote access to the server for the SAVC administration team.	On-going, to be finalised by July 2022.	Registrar/Technical Manager: Systems and Design / Director: Finance.	system that is fit for purpose and ensure security and integrity of data.	efficient and effective service delivery, to ensure satisfied registrees.
	Implement digitalised/electronic application form system.	On-going, to be finalised by July 2022.			
	Implement and adopt a debit order system to allow for instalment payments of SAVC registration maintenance fees.	On-going, to be finalised by July 2022.			
Train staff on the IT system.	Provide internal SOPs, manuals and training to ensure understanding and consistent application.	On-going.	Registrar/Technical Manager: Systems and Design.	Develop a fully operational IT system and train SAVC employees.	Increase SAVC employee productivity and performance.

**SAVC Administration divisions:**

Education

Finance

Legal

Registration

Systems and design